



NEIGHBORHOOD AND COMMUNITY ENGAGEMENT COMMISSION STRATEGIC PLAN AND IMPLEMENTATION TOOLS

For the period: May 2015 –April 2016



NCEC STRATEGIC PLAN

The Neighborhood Community and Engagement Commission's One-Year Strategic Plan (2015-2016) is the result of a planning process that included an internal environmental scan and SWOT analysis.

INTRODUCTION

About the NCEC

On December 16, 2011, the City Council adopted [Resolution No. 2011R-668](#) Amending and Restating [Resolution 2008R-402 \(doc\)](#) entitled Establishing a Neighborhood and Community Engagement Commission, passed September 26, 2008 creating the new Neighborhood and Community Engagement Commission.

Current Mission

The NCEC in its advisory capacity shall serve to engage and advocate for the neighborhoods and community in their deliberations with the City Departments, City Council and Mayor, shall deliberate and make recommendations to the NCR Department, City Council and Mayor around issues specific to the NCEC scope of authority and responsibility as defined by the City Council and approved by the Mayor in Resolution No. 2011R-668, adopted December 16, 2011.

Note: During the planning process NCEC commissioners determined that the mission is essentially sound, but needs to be reworked to be more user friendly.

Current Vision

The Vision for the Neighborhood and Community Engagement Commission is a City and community engagement process that increases inclusiveness, empowerment and greater opportunities for participation by all community members of the City of Minneapolis.

During the planning process NCEC commissioners determined that the vision should be revised to consider the following variables:

- *The vision does not represent the needs of all the city's residents (particularly African Americans)*
- *City departments adopted a uniform engagement process tailored for individual departments*

Goals and Strategies

1. Using the principles of community engagement, NCEC will convene and lead a robust city-wide conversation by stakeholders about the future of neighborhood organizations and will make recommendations to City Council in 2016 regarding changes to CPP guidelines effective 2017. Work body(ies) Responsible: Neighborhood 202, CIF Funding Committee
 - a. Over the course of the year, organize and host at least **xxx** gatherings in which neighborhoods are provided with technical support/data needed to craft their own respective vision statements and business plans; these plans will help outline the path to sustainability. Evaluate activities to ensure effectiveness of gatherings.
 - b. Based on information gathered from neighborhood representatives, in 2016 NCEC will recommend to the City Council changes to CPP guidelines effective for 2017-2020; these changes will be aimed at making neighborhood organizations more representative and sustainable for the remaining funding period and beyond.
2. NCEC will adopt a formal work plan for its work, including clarifying who the NCEC serves, and institute a process for using it by July 31, 2015. Work body(ies) Responsible: NCEC Executive Committee
 - a. Develop and implement a communications strategy for ongoing communication with city council/ mayor/NCR.
 - b. Develop a plan for:
 - proactively addressing budget
 - keeping the goals and work plan in front of the NCEC –
 - managing agendas
 - ongoing bylaw and policy maintenance
 - c. Identify and define clear roles and responsibilities for NCR department /commissioner and advise NCEC leadership of all intersections of NCEC work city enterprise/city government.
 - d. Create a process, including criteria, for accepting new committee work.
Completed (see page 11)
 - e. Develop a plan for evaluation that will be used to inform and lead work.
Completed (see page 14)
3. Develop a plan for NCEC to use the Blueprint for Equity to support city wide (city departments, neighborhood organizations, community and cultural organizations, and residents) effective, inclusive, and equitable engagement in civic governance by



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December 31, 2015. Work body(ies) Responsible: CIF Funding Committee, CDETF, Blueprint for Equity, One Minneapolis Fund

- a. Identify elements of report on boards/commissions diversity that can be used enhance work and develop a plan to use them.
 - b. Create a set of principles and practices that will ensure that all decisions are made using an equity lens
 - c. Identify community and cultural organizations who can serve as collaborative partners and begin to build relationships with those organizations.
4. NCEC will implement a process by which policy recommendations are made to the City Council at least annually by April 30, 2016. Work body(ies) Responsible: Short-term work group
- a. Develop and implement an efficient process that pushes policy development through but does not further tax exiting capacity.
 - b. Develop a process for making policy recommendations that come out of the needs and interests of the neighborhoods, community orgs, and other NCEC stakeholders.
 - c. Engage outside technical assistance to learn how to develop and make strong policy recommendations.

Work plans for achieving the goals and implementing the strategies follow.



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WORK PLANS

Goal # 1: NCEC will convene and lead a robust city-wide conversation by stakeholders about the future of neighborhood organizations and will make recommendations to City Council in 2016 regarding changes to CPP guidelines effective 2017.

<i>Goal</i>	<i>Strategies</i>	<i>Work Body(ies) Responsible</i>	<i>Date of Completion</i>	<i>Seasonal Calendar</i>	<i>Short Term Outcomes</i>
NCEC will convene and lead a robust city-wide conversation by stakeholders about the future of neighborhood organizations and will make recommendations to City Council in 2016 regarding changes to CPP guidelines effective 2017.	Over the course of the year, organize and host at least xxx gatherings in which neighborhoods are provided with technical support/data needed to craft their own respective vision statements and business plans; these plans will help outline the path to sustainability. Evaluate activities to ensure effectiveness of gatherings.	Neighborhood 2020 CIF funding committee(?)	April 30, 2016	CPP revision completed 2 quarter 2016	Xx meetings will be held in xxx number of neighborhoods; the focus will be providing technical support/data needs to help ensure sustainability.



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	Based on information gathered from neighborhood representatives, in 2016 NCEC will recommend to the City Council changes to CPP guidelines effective for 2017-2020; these changes will be aimed at making neighborhood organizations more representative and sustainable for the remaining funding period and beyond.	Neighborhood 2020 CIF funding committee (?)	April 30, 2016		A document containing suggested changes to the CPP guidelines will be in place by June 30, 2015.



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Goal # 2: NCEC will adopt a formal work plan for its work, including clarifying who the NCEC serves, and institute a process for using it by June 30, 2015.

<i>Goal</i>	<i>Strategies</i>	<i>Work Body(ies) Responsible</i>	<i>Date of Completion</i>	<i>Seasonal Calendar</i>	<i>Short Term Outcomes</i>
NCEC will adopt a formal work plan for its work, including clarifying who the NCEC serves, and institute a process for using it by June 30, 2015.	Develop and implement a communications strategy for ongoing communication with city council/mayor/NCR.	NCEC Exec Committee	July 31, 2015		A communications strategy for communications with the city council/mayor/NCR will be developed and implemented by June of 2015.
	Develop a plan for: <ul style="list-style-type: none"> • Proactively addressing budget • Keeping the goals and work plan in front of the NCEC – • managing agendas • ongoing bylaw and policy maintenance 	NCEC Exec Committee	July 31, 2015	Recruiting new members Orientating new members Conference Budget time in general	



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<i>Goal</i>	<i>Strategies</i>	<i>Work Body(ies) Responsible</i>	<i>Date of Completion</i>	<i>Seasonal Calendar</i>	<i>Short Term Outcomes</i>
	By July 31, 2015 identify and define clear roles and responsibilities for NCR department /commissioner and advise NCEC leadership of all intersections of NCEC work city enterprise/city government.	NCEC Executive Committee	July 31, 2016		NCR department/commissioner roles and responsibilities will be clearly defined by June of 2016.
	By July 31, 2015, create a process, including criteria, for accepting new committee work.	NCEC Executive Committee	Completed		A process for accepting new committee work will be developed by June of 2016.



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	By July 31, 2015, develop a plan for evaluation that will be used to inform and lead work.	NCEC Exec Committee	Completed		Evaluation tools and processes (or an outside evaluator will be hired) will be developed and implemented by June 30, 2016.



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Goal # 3: Develop a plan for NCEC to use the Blueprint for Equity to support city wide (city departments, neighborhood organizations, community and cultural organizations, and residents) effective, inclusive, and equitable engagement in civic governance by December 31, 2015.

<i>Goal</i>	<i>Strategies</i>	<i>Work Body(ies) Responsible</i>	<i>Date of Completion</i>	<i>Seasonal Calendar</i>	<i>Short Term Outcomes</i>
Develop a plan for NCEC to use the Blueprint for Equity to support city wide (city departments, neighborhood organizations, community and cultural organizations, and residents) effective, inclusive, and equitable engagement in civic governance by December 31, 2015.	Identify elements of report on boards/commissions diversity that can be used enhance work and develop a plan to use them.	CIF funding committee (?) CDETF Blueprint for Equity One Minneapolis Fund	June 30, 2016	Finish RFPs/get proposals Q4&1	A plan for using the boards/commissions report on diversity will be developed by June of 2016.
	Create a set of principles and practices that will ensure that all decisions are made using an equity lens		June 30, 2016		Principles and practices for ensuring that an equity lens is used in all work will be developed by June of 2016.
	Identify community and cultural organizations who can serve as collaborative partners and begin to build relationships with those organizations.		June 30, 2016		By xxxx, identify xxx potential partner organizations and hold introductory meetings with representatives from each organization; the focus will be on ways to mutually benefit each other.



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Goal # 4: By NCEC will implement a process by which policy recommendations are made to the City Council at least annually by April 30, 2016.

<i>Goal</i>	<i>Strategies</i>	<i>Work Body(ies) Responsible</i>	<i>Date of Completion</i>	<i>Seasonal Calendar</i>	<i>Short Term Outcomes</i>
NCEC will implement a process by which policy recommendations are made to the City Council at least annually by April 30, 2016.	Develop and implement an efficient process that pushes policy development through but does not further tax exiting capacity.	Short term work group to create a process to push policy development from all the other work	June 30, 2016	Make policy recommendations in 2 nd quarter of the year	A process for efficiently pushing policy development through will be developed and implemented by June 2016.
	Develop a process for making policy recommendations that come out of the needs and interests of the neighborhoods, community orgs, and other NCEC stakeholders.		June 30, 2016		A process for ensuring that policy needs of neighborhoods, community organizations, and other NCEC stakeholders will be developed by June 2016.



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<i>Goal</i>	<i>Strategies</i>	<i>Work Body(ies) Responsible</i>	<i>Date of Completion</i>	<i>Seasonal Calendar</i>	<i>Short Term Outcomes</i>
	Engage outside technical assistance to learn how to develop and make strong policy recommendations.		June 30, 2016		Commissioners will participate in training that strengthens policy recommendation skills by June of 2016.

IMPLEMENTATION PROCESS AND TOOLS

Monthly Check In

When presented with new agenda items during the monthly meeting, Executive Committee members review the following criteria and process:

- This project helps us to achieve one of our strategic planning goals, we have the budget, and we have the resources ➡ Pursue Further Discussion
- This project has possibilities. It will help us to achieve one of our strategic planning goals. The benefit is not as high for the community as others, but we have the resources and budget. ➡ Do Not Include on Agenda and/or Pursue.
- This project has possibilities. It will help us to pursue one of our strategic planning goals. The benefit to the community is not as high as others. But we do NOT have budget or resources. ➡ Do Not Include on Agenda and/or Pursue.
- This project is very important. It will helps us to achieve one of our strategic planning goals further and faster than any project we have going on, but our budget and resources are being spent elsewhere. Is there anything we can kill, delay or defer to make this project happen? ➡ Pursue Further Discussion

Note: The NCEC serves at the pleasure of the Mayor and City Council and specific requests from these offices take priority.

Quarterly Check In

To ensure that the strategic plan is effectively implemented, once a quarter the Executive Committee should ask itself the following questions:

1. What is the current status of the strategic plan goals and benchmarks? Are they on or off schedule with the implementation timeline? If so, why?
2. What challenges, if any, are we encountering in reaching our benchmarks? What has been getting in the way?
3. Do we have the right people involved and sufficient resources?
4. Is the scheduled timeline we developed realistic?
5. Are updates to the timeline required? Why?
6. What can we, as the executive committee, do to help the plan be successful?

The following dashboard can be used in conjunction with the quarterly check in questions. The purpose of a dashboard is to visually display organizational goals and benchmarks and the current progress toward reaching them. Committees assigned to each goal area complete the dashboard for their respective goal and present their progress to the larger commission.

In addition to the dashboard review, the Executive Committee will conduct a bylaw review.

Timeline:

April – The Executive Committee notifies standing committees and task forces that their quarterly summaries, including use of dashboard, are due

May – Committees and Task Forces draft quarterly summaries; Executive Committee reviews summaries

June – Summaries are folded into Annual Report



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Strategic Plan 2015-2016

Dashboard- Year 1

The following dashboard displays NCEC's four goals, as well as the strategies and benchmarks identified to achieve these goals. Progress on the goal targets is identified as:

<div> <div></div> Green- Task met <div></div> Yellow: Task partially met <div></div> Red: Task not met <div></div> Grey: Redefinition needed <div></div> Black: Action Not yet taken </div>			
Goal	Key Strategy	Who? (Staff and Commissioners)	Year1
Goal 1	NCEC will convene and lead a robust city-wide conversation by stakeholders about the future of neighborhood organizations and will make recommendations to City Council in 2016 regarding changes to CPP guidelines effective 2017.		
	Strategy 1		
Benchmark 1			
Benchmark 2			
Benchmark 3			
Benchmark 4			
Goal 1	Strategy 2		
Benchmark 1			
Benchmark 2			
Benchmark 3			
Benchmark 4			
Goal 1	Strategy 3		
Benchmark 1			
Benchmark 2			
Benchmark 3			
Benchmark 4			
GOAL 2	NCEC will adopt a formal work plan for its work, including clarifying who the NCEC serves, and institute a process for using it by June 30, 2015.		
GOAL 2	Strategy 1		
Benchmark 1			
Benchmark 2			
Benchmark 3			
Benchmark 4			
GOAL 2	Strategy 2		
Benchmark 1			



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<div> <div>Green- Task met</div> <div>Yellow: Task partially met</div> <div>Red: Task not met</div> <div>Grey: Redefinition needed</div> <div>Black: Action Not yet taken</div> </div>			
Goal	Key Strategy	Who? (Staff and Commissioners)	Year1
Benchmark 2			
Benchmark 3			
Benchmark 4			
Goal 2	Strategy 3		
Benchmark 1			
Benchmark 2			
Benchmark 3			
Benchmark 4			
GOAL 3	Develop a plan for NCEC to use the Blueprint for Equity to support city wide (city departments, neighborhood organizations, community and cultural organizations, and residents) effective, inclusive, and equitable engagement in civic governance by December 31, 2015.		
GOAL 3	Strategy 1		
Benchmark 1			
Benchmark 2			
Benchmark 3			
Benchmark 4			
GOAL 3	Strategy 2		
Benchmark 1			
Benchmark 2			
Benchmark 3			
Benchmark 4			
Goal 3	Strategy 3		
Benchmark 1			
Benchmark 2			
Benchmark 3			
Benchmark 4			
GOAL 4	The NCEC will implement a process by which policy recommendations are made to the City Council at least annually by April 30, 2016.		
GOAL 4	Strategy 1		
Benchmark 1			
Benchmark 2			
Benchmark 3			
Benchmark 4			



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Goal	Key Strategy	Who? (Staff and Commissioners)	Year1
GOAL 4	Strategy 2		
Benchmark 1			
Benchmark 2			
Benchmark 3			
Benchmark 4			
Goal 4	Strategy 3		
Benchmark 1			
Benchmark 2			
Benchmark 3			
Benchmark 4			

Yearly Check In

Two months before the conclusion of the fiscal year (April) the Executive Committee:

- Reviews of the year's accomplishments
- Tries to understand what was not achieved and why
- Using a Non-NCEC, non NCR member, conducts a new SWOT analysis, as needed, to ensure that the Strategic Plan reflects the current reality.
- Makes adjustments to extend the current Strategic Plan or facilitates creation of a new Strategic Plan for the next year.
- Begins the process of tracking and reviewing again.

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